

City Springs Performing Arts Center- Recommendations on Operating Guidelines, Governance and Booking Guidelines

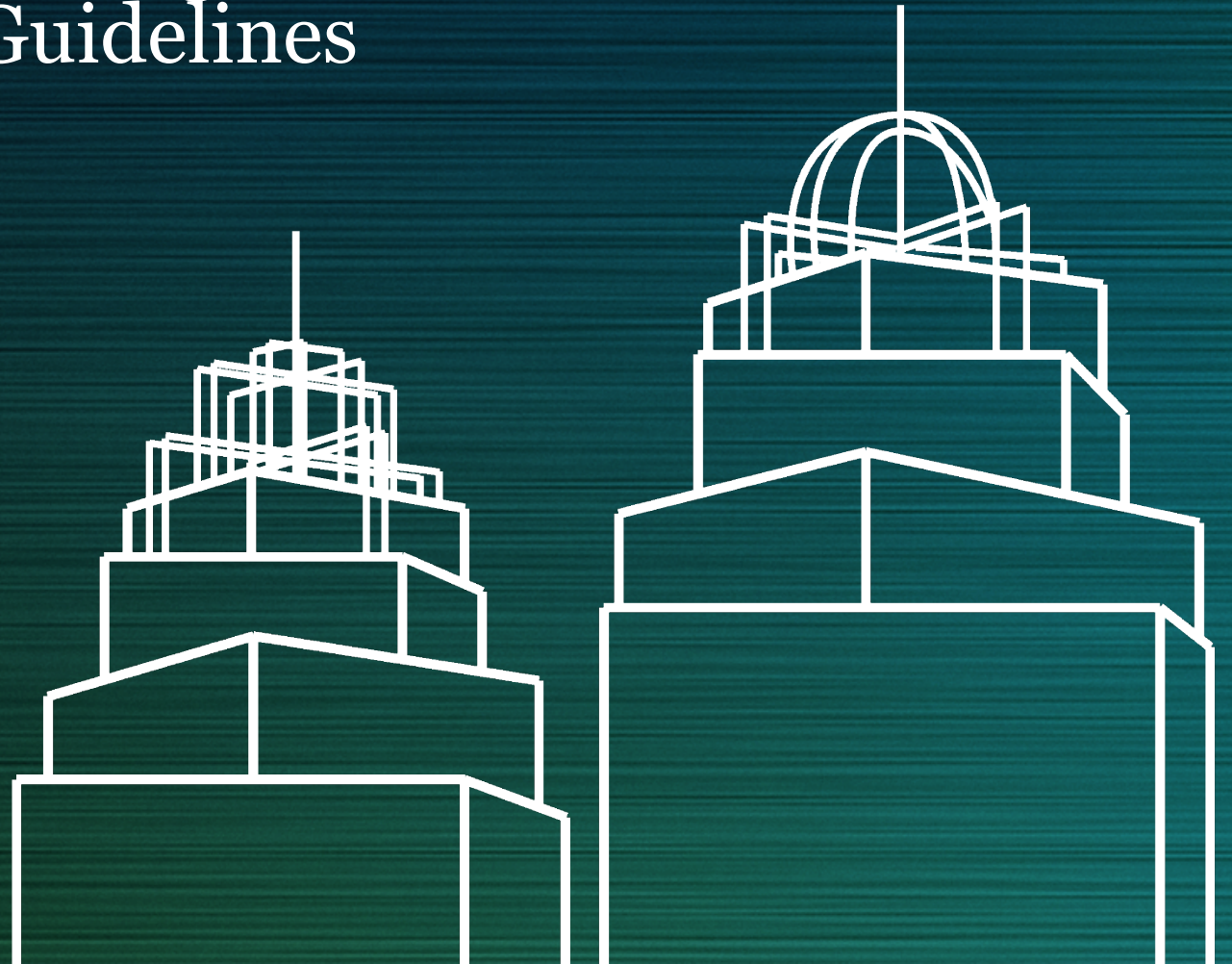
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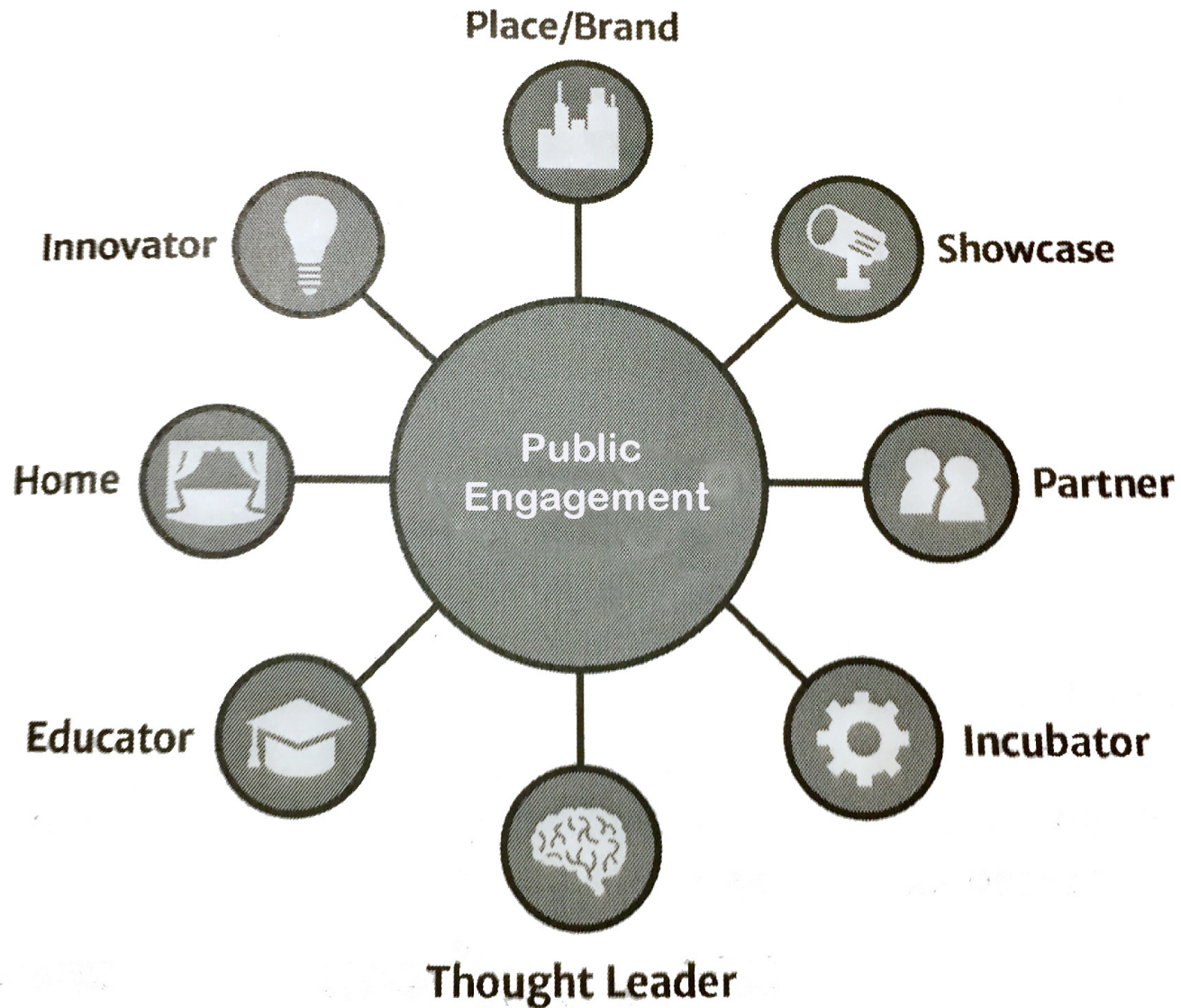


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Items For Review

- OPERATING GUIDELINES
 - Mission Statement
 - Vision Statement
 - Operational Objectives
 - Measures of Success – Direct & Indirect
- GOVERNANCE MODEL
 - Contract Administrator
 - Organizational Chart
- BOOKING GUIDELINES



DEFINE SUCCESS... This is what we heard.

- “engage more of the community”
- “sense of home, community gathering place”
- “asset to the community”
- “great experience for all user groups”
- “welcome all guests and visitors”
- “diverse event mix”
- “sense of pride for the community”
- “high end dining experience”



PHILOSOPHICAL APPROACH: PROCESS & PURPOSE

- PROCESS
 - Driven by reviewing historical information from a variety of sources and meeting with numerous key stakeholders. The information is combined within the context of Spectra's professional experience in successfully managing similar facilities
- PURPOSE
 - Build an operational foundation to effectively manage a dynamic facility that will serve as the centerpiece of the community
- GUIDE POINTS
 - Work within the constructs of the Mission to ultimately achieve the Vision
 - Develop a Governance Model to help ensure integrity of Vision is maintained
 - Set objectives as a short term evaluation to ensure management is working within the Mission
 - Create Booking Guidelines to serve as roadmap for appropriate "calendar management" which aids in identifying prioritized booking opportunities and achieving qualitative and quantitative goals



MISSION

“Enhance the quality of life of the community by providing diverse arts, entertainment, cultural, educational, business and civic opportunities that result in a sense of pride. These event opportunities will be hosted in state-of-the-art facilities and feature a welcoming and inclusive atmosphere at all times.”



VISION

The City Springs Performing Arts Center will be a state-of-the-art facility that will serve as a community gathering place; a creative commons where residents feel at home and visitors are welcome. The facility will serve as a destination for artists, audiences, students of all ages, businesses and community groups, providing a place to build a sense of community pride.



OPERATIONAL OBJECTIVES

- Provide a public gathering place that strengthens a sense of community
- Provide a venue for local and regional arts and cultural organizations
- Present a diverse array of artistic, educational and entertainment programming of the highest quality
- Serve as a catalyst for economic development and cultural tourism
- Operate in a fiscally sound manner
- Continually develop and evaluate strategic partnerships that help to advance the mission of City Springs/PAC



MEASURES OF SUCCESS

- DIRECT
 - Attendance at all events
 - Event dates/usage
 - Event revenues including rental, food and beverage, ticketing, commercial rights and other revenue streams
 - Financial performance vs. budget
- INDIRECT
 - Increased support and awareness of the arts community within Sandy Springs
 - Positive press coverage & public relations related to events and the facility
 - Customer feedback (surveys, anecdotal, correspondence)

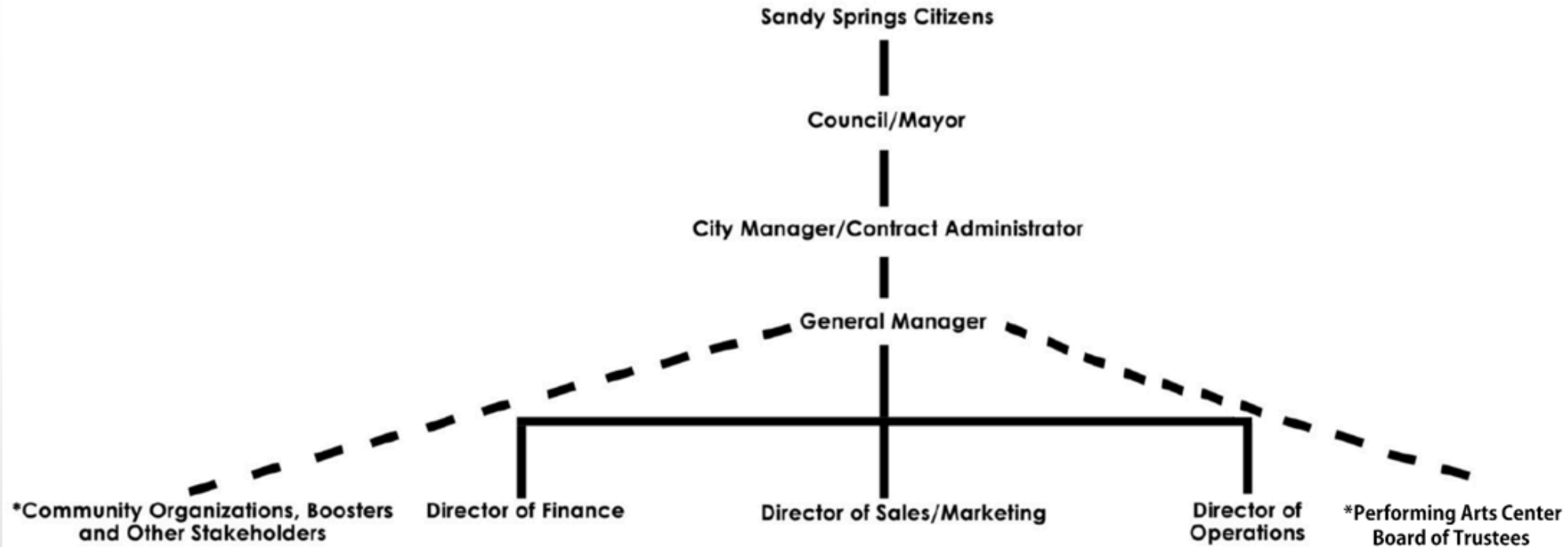


GOVERNANCE MODEL: CONTRACT ADMINISTRATOR

- **Contract Administrator - City Manager**
 - The Contract Administrator is the representative of the owner (City of Sandy Springs), its Citizens, Mayor and City Council who will serve as the counterpart to the **General Manager** in administering the Spectra management agreement
 - The Contract Administrator will also be heavily involved in helping build the foundation for City Springs/PAC through decision-making processes and will help to maintain and achieve the Mission and Vision of the City Springs Performing Arts Center throughout its existence



GOVERNANCE MODEL: ORGANIZATIONAL CHART



* GM will host regular meetings and have regular involvement/communication with various groups to act as a sounding board for community feedback on the City Center/PAC.

BOOKING GUIDELINES

- Purpose:
 - To obtain maximum utilization of the spaces within City Springs in a fiscally - responsible fashion, for the purpose of enhancing the quality of life and sense of pride for the community through diverse events programming
 - It will be important to accomplish this goal in a manner that provides fair and equitable booking availability to a diverse array of cultural, educational, civic, commercial and performing arts productions



SCHEDULING PRIORITIES (in order)

- “City of Sandy Springs/City-Sponsored Events”
 - Defined as events integral to the fabric of the City/Community that occur on a regular basis and help to achieve the mission and vision as stated in the operating guidelines. Examples might include City Council Meetings, Stars & Stripes Fireworks, or the Heritage Farmer’s Market
- Multi-year/Multi-day commercial rentals for maximum revenue potential
- Events/Concerts anticipated as sell outs and/or major drivers of positive public opinion and awareness for City Springs
- Organizations with “Affiliated Group” Status and Community Groups
- Combination of other civic/commercial events
- All other organizations

AFFILIATED GROUPS

- Envisioned as a community organization that helps fulfill the goal of providing cultural diversity of the arts in their performances/events
 - Examples: ballet, classical dance, theater, symphony, etc.
 - These groups would also bring a quantity of events to the City Springs that help fill the calendar and drive traffic to City Springs on a regular basis
 - They would generally receive some level of consideration with respect to date availability
- Determination Criteria
 - Type and quality of event/performance
 - Quantity of events (i.e. creating a series)
 - Attendance levels
 - Financial stability



Next Steps

- City Council Work Session – March 21
- City Council Adoption – April 4 (tent)
- Development of Operational Components – Spring / Summer
- Development of Rental Rates - Spring / Summer
- Goal – Open the Book for Holds beginning mid Summer



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QUESTIONS?



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